

13 Oct 1969

MEMORANDUM FOR: Deputy to the DCI for National Intelligence
Programs Evaluation
Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Management of Information Processing

REFERENCE : Memo dtd 3 Sep 69 to above from DCI;
Subject: ADP -- Management

1. The Director has requested that the Executive Director-Controller take steps to strengthen the coordination and management of information processing activities which use computing equipment. At a beginning, I believe we should recognize that computers do not exist in an environment unto themselves; they exist only because someone needs to use them as tools to solve a particular operational problem or achieve a particular management objective. Our problem is not so much with managing computers. Our problem is with managing the activities which use them to ensure that there is a significant advantage to be gained by their use. If we are able to exercise effective management control over the uses to which computers are put, we will have control over the growth in numbers of computers and their escalating costs.

2. Decisions to use automatic data processing equipment to solve a particular operational or management problem should be based on a review of individual proposals in terms of:

a. The overall utility of the proposed application and its contribution to mission accomplishment and achievement of specific operational or management objectives.

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b. The merits of a computer application in relation to other possible solutions to the stated problem, that is, the benefits to be derived in relation to greater return, higher productivity, increased effectiveness and similar elements of value.

c. Life expectancy of the proposed system in relation to the time required to implement it and the value of the return expected.

d. Relationship to and compatibility with other existing or planned ADP activities and to overall program plans.

3. In conducting this review, it should be borne in mind that the Office of Computer Services, DD/S&T, is the central Agency organization providing consultative, technical, and equipment support to all Directorates. While other components are not precluded from developing or operating their own ADP facilities when it is shown to be advantageous to the Agency for them to do so, the decision to acquire major new facilities either inside or outside of OCS or to make major changes to upgrade such facilities will require comprehensive study to justify such a course and approval at the Executive Director-Comptroller level.

4. There are several benchmarks in the development of ADP applications. Responsible management judgment at the operating component and Directorate level must be brought to bear as each of these benchmarks is reached and a decision made about whether to proceed to the next phase or seek some alternative solution. Principal benchmarks at which this review and decision making should take place are:

a. At the time the problem has been identified, the objective stated, and a concept of a solution has been developed.

b. When the definition of the problem has been completed and the feasibility of an ADP solution has been determined.

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c. When design specifications for the proposed system have been completed.

5. The talent and technical competence necessary to focus on these matters is scarce and cannot exist in every component of the Agency. Therefore, Information Processing Coordinators appointed by each Deputy Director should be charged with responsibility for:

a. Reviewing programs and plans to assist operating officials in identifying problems which may lend themselves to ADP solutions, and in developing concepts of systems to arrive at those solutions.

b. Assisting managers in identifying data and developing information necessary to permit them to exercise the judgments called for in paragraph 2 above.

c. Assisting managers in defining problems and offering guidance in the development of documentation necessary to support decisions which must be made as each of the benchmarks is reached. ✓

d. Advising Deputy Directors on ADP matters generally and making specific program recommendations as appropriate.

6. The Information Processing Coordinators of the Directorates, with a chairman to be appointed by the Executive Director-Controller, will comprise the Agency Information Processing Board. The Board will meet at the call of the chairman or at the request of any of its members. The Board will be responsible for:

a. Assisting in the formulation of policy and planning guidance concerning CIA's information processing activities, both internally and as they relate to other agencies and to the intelligence community.

b. Reviewing proposed ADP applications which have significant resource implications at the time the first benchmark is reached to determine whether and to what extent it may duplicate or relate to other existing or planned ADP activities in other Directorates; to determine the need for compatibility with other activities in the Agency; and to suggest means by which compatibility may be achieved where there is a need.

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c. Assisting as appropriate in determining what facilities or systems are to be used to solve particular problems.

d. Advising the Executive Director-Comptroller on ADP matters generally and offering specific recommendations as appropriate.

7. The Board will draw on the Information Processing Staff, PPB, and other individuals or components in the Agency as necessary to accomplish its mission. It should be recognized, for example, complete planning and budgeting for ADP applications require that attention be given during the early conceptual stages to requirements for support services and facilities. The Deputy Director for Support will, accordingly, establish a Technical Facilities Committee comprised of representatives of the Offices of Communication, Computer Services, Logistics and Security. This Committee will work closely with the Information Processing Board and each of the Directorates to consider the impact proposed applications may be expected to have on existing computer, space, communications and related facilities. Proposed applications will be identified to this Committee as soon as the decision to proceed has been reached at the first benchmark in order that the Committee will be in a position to assist in developing estimates of resource requirements for the programming and budget purposes.

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L. K. White

Executive Director-Comptroller

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